

Institutional Policy

Los Alamos National Laboratory

IP 350.0

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Program, Project, and Line Relationships

Issuing Authority :George P. Nanos, Director

Summary: This IP describes the relationships among programs, projects, and line at LANL. It also defines the responsibilities and authorities of program, project, and line managers in carrying out programmatic work, delivering work products and services, and interfacing with customers.

INTRODUCTION	INTRODUCTION < Authority and Applicability < Purpose < POLICY <
Authority and Applicability	<p>This Institutional Policy (IP) is issued under the authority of the Director to direct work at Los Alamos National Laboratory (LANL). This IP derives from the LANL Governing Policies, particularly the section on Performance. The Director is the Responsible Manager for this IP, and the Policy Office, Director's Office, is the Responsible Office for maintaining this document.</p>
Purpose	<p>This IP applies to all LANL managers. Further, it applies to all workers providing or assisting with program or project work products. This IP goes into effect on the issue date. Implementation Procedures (IMPs) for program and project management will provide implementation schedules.</p> <p>The purpose of this IP is to ensure that LANL resources are properly allocated and prioritized in order to accomplish the work contracted by our customers, and to meet agreed-upon scope, schedules, and budgets in the most efficient way possible, with the greatest benefit to the nation.</p>
POLICY	<p>INTRODUCTION < POLICY < Definitions < Responsibilities and Authority < Relationship< Resources< History < References <</p>
Definitions	<p>It is the policy of Los Alamos National Laboratory to fulfill its mission obligations by planning and executing work, and delivering products and services, under a formal system of programs, projects, and line. Further, it is our policy that every LANL organization is chartered to perform defined tasks or services, and that organizations and individuals work together to meet our mission goals.</p> <p>Program organizations support underlying mission requirements and serve as a funding mechanism within LANL. Project organizations focus on specific products and may also serve as a funding mechanism within LANL. Line organizations may support a specific type of technical work, such as nuclear materials, or may provide cross-institutional support, such as procurement, human resources, or security. LANL organizations are broadly designated as program, project, or line; however, program and project organizations carry some line management responsibilities and line organizations may have some program or project responsibilities.</p> <p>LANL recognizes three types of work:</p> <ul style="list-style-type: none"> Programs determine what work will be conducted. Projects produce specific products. Line determines how the work will be performed. <p>Programs Programs are a set of related activities needed to produce products or services over time to meet customer requirements within a given mission focus area. Programs broker with customers to determine what work LANL will produce to meet the customers' requirements. Programs are often on-going over multiple years and evolve in response to the customers' changing needs. The customer may be an external body, such as a federal agency, or may be an internal organization within LANL. LANL programs often are funded by a specific source, but may be comprised of similar activities funded by multiple sources.</p> <p>Projects Projects are a set of related activities needed to produce specific products or services to meet a customer's requirement. Projects develop work packages that define what will be accomplished to meet specific programmatic needs, and produce the work products defined by the work packages. In contrast to programs, projects are finite (have a definite beginning, middle, and end).</p>

Responsibilities and Authority

The customer may be an external body, such as a federal agency, or may be an internal organization within LANL. LANL projects are typically a subset of, and funded by, a LANL program, but (rarely) may be stand-alone and separately-funded (such as a major construction project).

Line

Line activities are those needed to support and facilitate the work done under programs or projects. Lines determine how work will be accomplished to produce the work products needed by programs and projects. The customers of line activities are the internal programs, projects, or other line organizations that they support. Line activities may be funded by programs, projects, line organizations, or LANL “overhead” funding.

This IP defines the authority of LANL program managers, project managers, and line managers, and provides the institutional expectation regarding their responsibilities.

- All authority to administer work at LANL derives from the Director’s authority, under the prime contract, to manage and operate LANL.
- The Director delegates authority for carrying out specific aspects of work through job titles, position descriptions, charters, or other formal work assignments.

The following descriptions provide, at the policy level, a broad indication of the responsibilities for program, project, or line managers, and are intended to be tailored as needed to fit specific positions or job titles. Individuals who do not have these authorities or carry out these responsibilities may not claim these position titles.

Program Managers

Each LANL program is executed under the oversight of a designated program manager at a reporting level commensurate with the size, complexity, and breadth of the program. Program managers have a span of control as defined by their line manager, and are delegated the authority to speak on behalf of LANL, represent LANL as a whole with regard to meeting customers’ program deliverables, and contractually obligate resources to accomplish program deliverables. The program manager is assigned responsibility for defining LANL’s engagement in work assignments, and is expected to balance the best interests of the customers, the program, and the institution as a whole. Accordingly, the program manager will act as both:

- the **agent of the customer** within LANL, with responsibility for negotiating and authorizing LANL’s work, and
- **LANL’s contractual agent**, with authority to define and negotiate work scope, schedules, and costs with the customer.

Project Managers

Each LANL project is executed under the oversight of a designated project manager at a reporting level commensurate with the size, complexity, and breadth of the project. Project managers have a specific span of control as defined by their line manager. When the project is completed the project manager position is extinguished. Project managers are expected to marshal the resources to complete project deliverables within the scope, schedules, and budgets defined in project work packages.

- For projects falling under the oversight of a LANL program, the project manager acts as a **broker** between the program manager and line managers.
- For projects with stand-alone funding, and only if assigned by their line manager, project managers may be delegated the authority to speak to **external customers** on behalf of LANL and contractually obligate resources in the same manner as a program manager.

Line Managers

Line managers are so named because collectively the line managers form a chain of authority (“line”) to direct work, leading from the Director through subordinate managers to the work instructions given to an individual worker. Line managers are responsible for carrying out the work within their span of control as defined by their charter, line manager, or the EB.

- Line managers are delegated authority within their **span of control** for obligating LANL resources, and are responsible for executing work and ensuring that work products or services that they have agreed to accomplish are delivered within scope, schedule, budget.
- They are responsible for ensuring that the work of their organization is **integrated** and carried out safely, securely, to a high degree of quality, and within the requirements of the prime contract.
- Line management activities **include among other things** personnel supervision, financial management, procurement, facility operations, and property management.

Senior Management Oversight

LANL senior managers oversee the performance of programs, projects, and line organizations within their span of control. In this capacity, the EB, as the LANL governance body, is responsible for:

- Periodically **reviewing** the performance of programs, projects, and line organizations to meet program deliverables, and
- **Facilitating** LANL's performance by addressing and resolving issues, recalibrating institutional priorities, adjusting resource allocations (funds and people), or other means as appropriate under the prime contract.

Relationships

The relationship among programs, projects, and line is designed to facilitate delivery of mission products and services in the most efficient way possible, with the greatest benefit to the nation. See Figure 1.

Figure 1

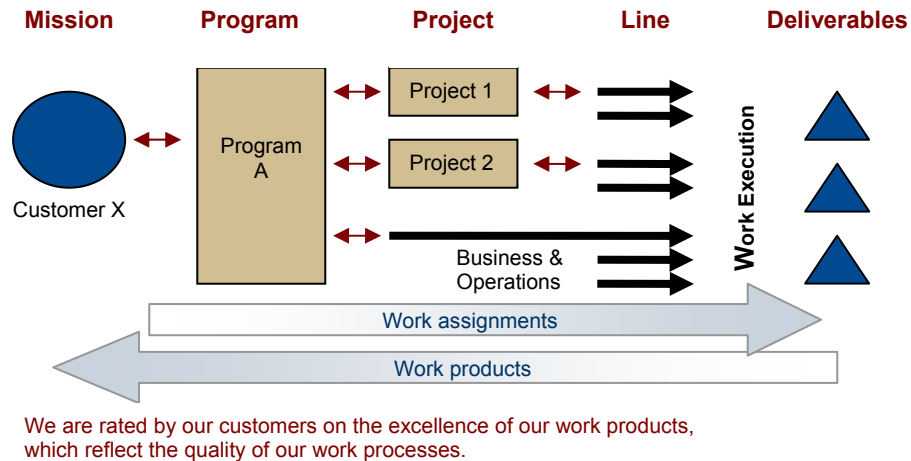


Figure 1 – Relationships among mission, program, projects, and line

Programs negotiate with external customers and internal organizations to determine what products and services LANL will deliver to meet the customer's needs, general timeframes, and funding requirements. Programs develop written agreements with customers and plans for structuring the work. Program managers:

- Serve as the primary interface with the customer to negotiate and define mission goals and programmatic deliverables in accord with LANL capabilities, capacities, and priorities.
- Negotiate among sponsors, collaborators, peers, subordinates, and senior management to ensure resources are available to meet program commitments.
- Negotiate scope, schedules, budgets, and funding for programmatic work, priorities, and performance metrics.
- Prepare plans and define work breakdown structures to assign programmatic deliverables to projects, or develop other means to accomplish the work.
- Interface and negotiate with line managers for programmatic work not assigned to projects.
- Integrate program work with other LANL priorities and commitments, including safety, security, quality, contract administration, and business imperatives, and draw upon the expertise of LANL organizations devoted to our operations and business.
- Monitor performance and manage program scope, schedule, and budget as needed.
- Serve as the primary spokesperson to report status and issues to the customer, and to LANL senior managers and workers.

Programs are divided into discrete **projects**, which together with defined line assignments form an integrated whole covering the total scope of the programmatic deliverables. The customer for a project is generally a program, although a stand-alone project may have an external customer. Project managers:

- Serve as the primary interface between program and line to negotiate and define project deliverables, budgets, and schedules in accord with the project charter and line expertise.
- Negotiate with the program and line organizations to ensure that resources are available to accomplish the work within schedules and budgets.
- Prepare plans and detailed work breakdown structures to assign project deliverables to line, other projects, or as otherwise needed to accomplish the work.

	<ul style="list-style-type: none"> ▪ Integrate project work with other LANL priorities and commitments, including safety, security, quality, facility management, contract administration, and business imperatives, and draw upon the expertise of LANL organizations devoted to our operations and business. ▪ Develop and negotiate statements of work with line organizations to accomplish the various aspects of work needed to complete project deliverables. ▪ Monitor performance and manage project scope, schedule, and budget as needed. ▪ Serve as the primary spokesperson to report status and issues to the program manager, and to LANL senior managers and workers. <p>Programs and projects depend upon the line organizations to provide people, equipment, facilities, infrastructure, and expertise. The line enables LANL to produce the work products needed to meet programmatic deliverables, including the business and operational support to manage the people, processes, and facilities needed to produce our work. The customer for a line organization may be a program, project, or another line organization. Line managers:</p> <ul style="list-style-type: none"> ▪ Determine how work within their charter will be carried out. ▪ Negotiate with program or project managers, or other line managers, to identify the appropriate set of executable deliverables for work to be performed within their charter, and to establish cost and schedule requirements. ▪ Develop and negotiate statements of work with program or project organizations to define work that will be performed and agree to schedules and budgets. ▪ Ensure that work carried out by the line organization is within agreed-upon scope, schedule and budget, and that the work is technically accurate and of high quality. ▪ Ensure that expertise, time, equipment, facilities, or other resources are available to meet deliverables, and balance resources across the needs of various customers.
Planning	<p>It is LANL's expectation that all programs and projects be executed under well-thought-out plans that cover the work from conception to completion, and support the program until its foreseeable end-of-life. At a minimum, planning considerations include establishing requirements, deciding on documentation, identifying procurement and contracting needs, product delivery, logistics, post-delivery maintenance and support. All work must integrate safety, security, environmental compliance, quality, and contractor assurance.</p>
Resources	<p>Program, project, and line managers are expected to plan for, define, and work to obtain the resources needed to accomplish their charter or work assignments.</p> <ul style="list-style-type: none"> ▪ First, seek and use existing LANL capability ▪ If LANL does not have the needed capability, or the LANL capability is unavailable, then seek and use external capability prioritized as follows: <ul style="list-style-type: none"> ▪ Another UC organization. ▪ Another sponsor organization (such as another NNSA site). ▪ A commercial, industrial, or academic source. ▪ Document the strategy selected, and rationale, and obtain line management approval before proceeding.
History	<p>This is a new policy.</p>
References	<p>Prime contract:</p> <ul style="list-style-type: none"> ▪ clause I.064, paragraph b, (DEAR 970.5203.3) Contractor's Organization ▪ clause G.001, paragraph d, Additional Contract Administration Information <p>DOE 0413.3, Program and Project Management for the Acquisition of Capital Assets</p> <p>Governance, LANL <i>Policy and Procedures Manual</i></p> <p>IP 300 SD-5, Contractor Assurance System (CAS) System Description Document</p> <p>IP 310, Work Execution</p> <p>IMP 300, Integrated Work Management</p>